

*Town of Acton*  
*Community Innovative Challenge Grant*

# CrossTownConnect



**Your Community, Your Transportation, Your Way**

**Project Partners:**

Acton, Boxborough, Concord, Littleton, Maynard, Stow, Westford Business Partners: Clock Tower Place in Maynard, Cisco in Boxborough, FIBA, IBM, and Sam Park in Littleton

**Submitted April 1, 2014**

---

## TABLE OF CONTENTS

INTRODUCTORY LETTER .....	3
EXECUTIVE SUMMARY .....	1
SECTION 1: PARTNER COMMUNITIES .....	3
SECTION 2: GOALS .....	4
SECTION 3: IMPLEMENTATION PLAN .....	5
SECTION 4: BUDGET .....	8
SECTION 5: CHALLENGES .....	8
SECTION 6: OUTCOMES.....	9
SECTION 7: SOLUTIONS .....	11
CONTACT INFORMATION.....	12
REFERENCES .....	12
RESOURCES/ REGIONALIZATION INFORMATION.....	12

## **INTRODUCTORY LETTER**

April 1, 2014

Secretary Glen Shore  
Executive Office of Administration and Finance  
State House, Room 373  
Boston, MA 02133

Dear Secretary Shore:

The Town of Acton is pleased to submit this Final Report as the lead community on the Community Innovation Challenge (CIC) Grant - ***Expansion and Implementation of a Reconfigured Transportation Management Association***.

Our first year of funding through the CIC Grant Program in Fiscal Year 2012 enabled us to explore the possibilities of “Shared Transportation Resources among Five Municipalities and One Business in the Acton Region.” The project sought to bring together the 13 vans and 7 independently operating dispatch systems in the five partner communities into one shared transportation network. The result was the creation of CrossTown Connect, a new kind of Transportation Management Association (TMA).

With this second year of funding, CrossTown Connect worked to expand and implement our Transportation Management Association. Two additional community partners and four additional business partners were added to the project. The mission is to:

- Create a community consciousness regarding traffic and transportation among both the residents and the business sector;
- Provide leadership in combining area resources to maximize mobility within, and access to, the communities;
- Coordinate a network of transportation resources to effectively move people;
- Enhance the area’s economic vitality while minimizing the impact of development; and
- Make the most efficient use of nearby public transportation services.

CrossTown Connect offers traditional TMA programs to its business partners such as ridematching to form carpools and vanpools, and an Emergency Ride Home program. In addition, the TMA consolidated demand-response dispatching for Council on Aging vans into a regional call center to maximize efficiency and is working to develop new transportation routes to improve access to transportation across the region. The TMA will do this by addressing: daily needs trips for area residents such as shopping or medical

appointments, traditional commuting from the area into the immediate Boston area, suburb to suburb commuting, and reverse commuting from Boston to the area.

The project partners have been successful in our goal to develop and expand a regionalized transportation program in our area. There are currently four communities signed-on to use the TMA's Central Dispatch Call Center. Clock Tower Place is the first business partner and has donated office space. We have been successful in acquiring a third Community Innovation Challenge Grant. This grant will allow us to expand our partnership and services to small businesses located in each town's economic zones. Finally, our organization has been reaching out to communities to talk about our very successful and replicable project.

We would like to thank the Governor and the Office of Administration and Finance for their ongoing support of this important project.

Sincerely,

Doug Halley  
Town of Acton Health Director

## **EXECUTIVE SUMMARY**

CrossTown Connect is a unique model for a Transportation Management Association. Operating from our offices in Clock Tower Place, we offer services to our member businesses that seek to reduce the number of single-occupant vehicles on the roads. By providing options such as carpooling, vanpooling and an Emergency Ride Home program, we are not only improving access to worksites, but we are reducing traffic congestion and improving air quality in the region.

Through CrossTown Connect's Central Dispatch Call Center, four of the partner communities are taking advantage of longer dispatch hours and more effective scheduling. This is improving the customer experience, as well as increasing access to transportation options. The result has been increased mobility for the elderly and disabled populations who use the services, and improved efficiency through the enhanced technology of our dispatch software.

CrossTown Connect is a unique model for a TMA because it combines the needs of the businesses with the needs of the communities, and looks at all of the transportation in the region. As a group we are committed to breaking down the barriers that prevent efficiencies in our transportation system. Our logo and the branding for CrossTown Connect have begun to build awareness of the organization. A brochure, a program budget, mission and goals, have been created, and the [website](#) is complete.

Data on the communities of Concord and Westford has been collected and is being used to assess where efficiencies could be improved. A summary of all of the data collected is provided below. A key discovery made during the data analysis has been that most of the COA vehicles spend a majority of their time making trips within their own community. Because of this there may be fewer opportunities for trip-sharing than originally anticipated.

Trips to and around Emerson Hospital are the most popular destination outside of the internal trips for the majority of communities. This is the most likely area where a collaboration on services could work. However, an obstacle that has been encountered has been the difficulty in coordinating transportation across RTA service areas. It is a challenge to reorganize COA van services so that they cross RTA regions and operate in multiple communities. More work must be done with RTA partners to find a solution.

**CrossTown Connect Shared Transportation Initiative  
Summary of Transportation Data Analysis:  
Destinations and Trip Types by Community**

<b>Data</b>	<b>Town</b>	<b>Acton</b>	<b>Boxborough</b>	<b>Littleton</b>	<b>Maynard</b>	<b>Stow</b>	<b>Concord</b>	<b>Westford</b>
	Weeks of Data	3	9	3	5	9	11	7
	Destinations	124	143	148	176	344	334	536
<b>Destinations</b>	Acton	N/A	68	7	14	59	0	4
	Internal	101	3	85	105	95	267	434
	Emerson	6	57	5	28	117	35	8
	Concord other	8	0	4	10	1	--	8
	Westford	3	5	14	0	0	1	--
	Other External	6	10	33	19	72	32	82
<b>Trip Types</b>	Medical	7	79	36	29	144	112	113
	Shopping	46	57	31	20	144	56	193
	Recreation	0	0	0	15	0	36	--
	Housing	0	0	8	40	19	--	64
	School	0	0	0	5	0	--	--
	Library	5	1	0	0	0	--	--
	Senior Center	15	0	0	0	10	34	75
	Other	51	6	73	67	27	98	91

Distribution of Concord trip types extrapolated from town data

### Destinations and Trip Types by Community (Percentages)

		Acton	Boxborough	Littleton	Maynard	Stow	Concord	Westford
Destinations	Acton	N/A	48%	5%	8%	17%	0%	1%
	Internal	81%	2%	57%	60%	28%	80%	81%
	Emerson	5%	40%	3%	16%	34%	10%	14%
	Concord other	6%	0%	3%	6%	0%	--	1%
	Westford	2%	3%	9%	0%	0%	0%	--
	Other External	5%	7%	22%	11%	21%	10%	15%
Trip Types	Medical	6%	55%	24%	17%	42%	33%	21%
	Shopping	37%	40%	21%	11%	42%	17%	36%
	Recreation	0%	0%	0%	9%	0%	10%	--
	Housing	0%	0%	5%	23%	6%	--	12%
	School	0%	0%	0%	3%	0%	--	--
	Library	4%	1%	0%	0%	0%	--	--
	Senior Center	12%	0%	0%	0%	3%	11%	14%
	Other	41%	4%	49%	38%	8%	30%	17%

Distribution of Concord trip types extrapolated from town data

### **SECTION 1: PARTNER COMMUNITIES**

The partner communities are: Acton, Boxborough, Concord, Littleton, Maynard, Stow, and Westford. At the conclusion of the first grant Acton, Boxborough, Littleton and Maynard officially joined CrossTown Connect. The completion of the second grant welcomed Westford as an official member. Carlisle, Concord and Stow continue to express interest in the project and may consider joining in the next year. While we have had conversations with representatives from Hudson, Lexington and Shirley they are likely beyond the borders of the area we can reasonably serve. Business partners working on the project include: Clock Tower Place in Maynard, Cisco in Boxborough, FIBA, IBM, and Sam Park in Littleton.

CrossTown Connect has been successfully working together as a group on transportation issues for more than a year now. Acton is the lead community and fiscal agent for the project. Doug

Halley, Acton's Health Director and Transportation Coordinator, has taken the leadership role in overseeing the project. In 2013 Doug received the MetroWest/495 Partnership's *Donald R. Wheeler Award for Public Leadership* for his commitment to this project. The other community partners have provided valuable input and guidance to the project. Clock Tower Place has continued to be a business champion. Their donation of office space has given CrossTown Connect a home base.



CrossTown Connect has been fortunate to have so many supporters. Pictured here at the Massachusetts State House are: Doug Halley (Health Director, Town of Acton, Lead Project Partner), Franny Osman (Chair, Acton's Transportation Advisory Committee), State Senator Jamie Eldridge, State Representative Jen Benson, and State Representative Cory Atkins.

## **SECTION 2: GOALS**

CrossTown Connect's goals for this second CIC grant built off the goals of the first CIC grant which included; examining the routing of van services, analyzing route redundancies, assess a unified dispatch system and develop a formal structure to participate from. The goals of this year's project were to:

1. **Develop and expand a regionalized local transportation program.** By bringing together seven communities and thirteen different vans the group hoped to create a more cohesive network of transportation services across the region. The Central Dispatch Call Center is currently dispatching for three of the partner communities (soon to be four) and creating daily schedules and routes for five vans. CrossTown Connect hopes to continue to expand the Call Center. The group hopes to continue adding to its base of business members by working with the communities to establish relationships with the business partners.
2. **Develop written protocols for the TMA's interactions with the LRTA, MART and Metropolitan Area Planning Commission.** CrossTown Connect has decided to remain under the auspices of the Town of Acton for the time being. Operating under an Intermunicipal Agreement (as opposed to creating a separate non-profit) offers the community partners more protection in the area of liability. As the group moves toward becoming a private non-profit, protocols will need to be established for interaction with the RTAs and other groups.
3. **Secure letters of commitment from each new partner.** Each municipal partner signed-on to the Central Dispatch Call Center has signed an Intermunicipal Agreement. Business partners sign on to the organization with a Memorandum of Understanding.
4. **Secure technology support for the Central Dispatch Call Center.** Dispatch Software has been identified that includes tablet technology is currently being used on this project.



Mobilitat's dispatch software has been implemented and is working very well to improve the efficiency of dispatching. A telephone center has been established and a database of users of each COA system has been created. Details on the operation of each service has been captured. The tablet technology allows for efficient transmission of daily schedules. Routes are updated and information on schedule changes are instantaneously transmitted to drivers. The Call Center currently allows for up to three dispatchers to be logged in to the system and take calls. Callers are able to hold in the queue for a live Dispatcher between 8:30 and 4:00 or they can choose to leave a message.

5. **Complete the development of a Transportation Management Association.** With a logo and branding, as well as marketing materials and a website, CrossTown Connect has become a "real" entity. Four community partners have each signed an Intermunicipal Agreement and contributed funding to the operation of CrossTown Connect. Clock Tower Place has signed a Memorandum of Understanding and has donated office space to the TMA. IBM has committed to participating in the organization. A number of other business partners are currently being approached about membership.



The offices of CrossTown Connect are located in the beautiful and historic Clock Tower Place building.

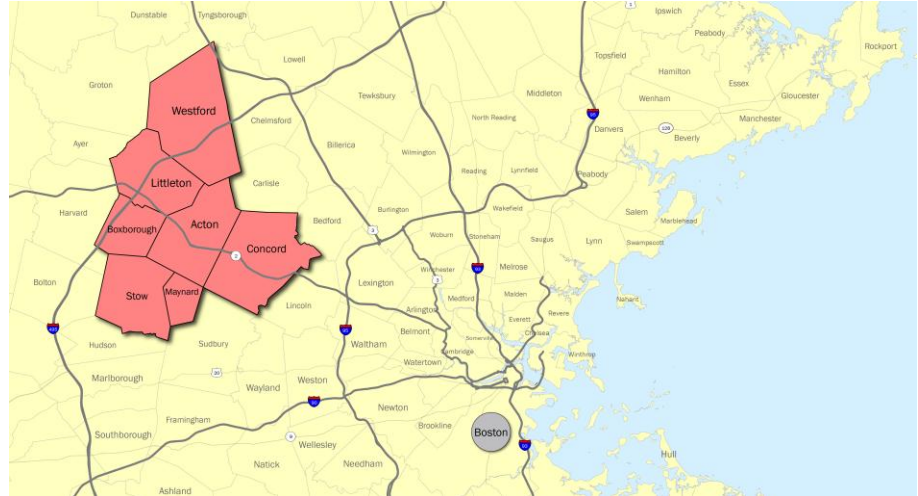


### **SECTION 3: IMPLEMENTATION PLAN**

TASK	STATUS
Form an Implementation Committee including all key stakeholders	<p><b><i>In Process</i></b></p> <p>Project Partner Communities and Clock Tower Place have been acting as the steering committee to work on establishing CrossTown Connect. The group has reached out to Council On Aging Directors and other regional stakeholders to establish an advisory committee. A process for ongoing collaboration and soliciting feedback is being developed, which includes continued evaluation of the resources available.</p>
Select a consultant to perform work tasks	<p><b><i>Complete</i></b></p> <p>TransAction Associates selected as the contractor.</p>
Establish public engagement procedures	<p><b><i>Ongoing</i></b></p> <p>Meetings conducted with MART during this year of the project. A group of stakeholders has been convened to give feedback and help identify unmet needs. Doug Halley has presented at South West Area Planning Committee. Information has been provided to the Middlesex 3 Coalition, which is a regional partnership of 5 Middlesex County Communities (Bedford, Billerica, Burlington, Chelmsford and Lowell) which share a common goal of fostering economic development, job growth and retention.</p>
Identify benchmarks	<p><b><i>In Process</i></b></p> <p>The group has identified benchmarks including: number of municipal partners, number of business partners, number of communities participating in Central Dispatch, number of public engagement procedures developed. As the TMA moves forward more benchmarks for success will be identified such as: number of employees registering for programs, number of routes being dispatched, number of customers served by dispatch.</p>
Partners agree to participate in a TMA	<p><b><i>Ongoing</i></b></p> <p>To date four communities and one business have signed formal agreements to participate. The goal is to work with the other three community partners and additional businesses to encourage them to sign-on to participate in the</p>

	TMA.
Implementation Committee designs a fair governance and cost-sharing structure	<p><b><i>In Process</i></b></p> <p>The group is in the process of preparing an annual budget that is now based on the known costs of operating the Dispatch Center and TMA Programs. The Intermunicipal Agreement and the Memorandum of Understanding outline the structure of the organization currently. The group is also in the process of developing Operating Guidelines.</p>
Annual TMA reporting	<p><b><i>Ongoing</i></b></p> <p>The TMA will produce an annual report detailing the progress toward meeting established goals. This CIC Final Report will represent the first Annual Report.</p>

This map shows  
CrossTown Connect's  
partner communities in  
relation to the region.



## **SECTION 4: BUDGET**

The second CIC grant budget of \$60,000 built upon the \$184,500 budget of the first CIC grant. The 1<sup>st</sup> grant brought the community partners together through Inter-municipal agreements and implemented Memorandums of Understanding to open opportunities for local businesses to join the partnership. The second CIC grant budget supported the implementation of CrossTown Connect's Transportation Management and Dispatch services to the partners. It also supported an outreach program to additional communities and more significantly to local businesses which would benefit from the project. The budget was developed by working closely with our consultant, TransAction Associates, in creating a work plan that identified tasks and the necessary work in hours that were needed to support the goals.

ITEM	COST
Project Manager/TMA Director	\$45,000
Software/Hardware Dispatch Technology	\$15,000
<b>TOTAL</b>	<b>\$60,000</b>

## **SECTION 5: CHALLENGES**

Some challenges the project experienced around the Central Dispatch Call Center have been overcoming misconceptions about the projects goals, and the time required to fold new communities into the operations of the Call Center. In approaching the Councils on Aging about moving from their current operations to the Central Dispatch Call Center model, there has been apprehension and concern over the level of service that will be provided to customers. There has

been a sense that CrossTown Connect was intending to “take over” the COA operations. The communities not currently participating in the Central Dispatch Call Center may still have these concerns and more work needs to be done to ensure that they are comfortable with the program.




As communities have joined onto the Central Dispatch Call Center, the amount of time needed to make a smooth transition is more than was initially anticipated. This may be because of the initial concerns. It is also because many of the COAs did not have formal programs and procedures in place.


In terms of the business participation, one challenge has been the recruitment of business partners to sign-on to the Memorandum of Understanding. The process of meeting with potential partners and working to market the benefits of CrossTown Connect is time-consuming. Businesses each operate on their own budgeting and planning cycles, and working to individualize plans for participation means that recruiting business partners has also take more time than originally anticipated.


Lastly, there have been challenges in enabling cross-RTA service sharing. More work needs to be done with the RTAs to address the issues of revenue-sharing and distribution of costs

## **SECTION 6: OUTCOMES**

The chart below described the goals and outcomes of this year of the project.

PROJECT GOAL	MEASURE	CURRENT PERIOD	PRIOR PERIOD	TREND	TARGET	STATUS	COMMENTS
To develop and expand a regionalized transportation program	% of participating communities with a signed agreement that become part of the program	4	N/A	Increase	7		This project began in year one with five communities participating. It has grown to incorporate seven communities. To date, four of the seven partners have signed an Intermunicipal Agreement to join CrossTown Connect. All of those communities have also elected to participate in the Central Dispatch. The goal is for all seven communities to sign-on as members.
	# of business partners that have a signed MOU to become part of the group	1	N/A	Increase	5		To date Clock Tower Place has signed-on as a member and has donated office space in lieu of dues. Meetings have been held with IBM and CISCO and both have indicated an interest in joining. Outreach has been conducted with Guttierrez Company, and Sam Park. Bose has also been contacted.
	# of public engagement procedures developed/out reach	16	N/A	Increase	No specific goal set		CrossTown Connect has been working over the past year to increase participation in, and awareness of, the organization and its benefits. The following

	meetings held						<p>tasks were completed this year:</p> <ul style="list-style-type: none"> <li>• Intermunicipal Agreement finalized and signed by four community partners</li> <li>• Logo adopted</li> <li>• Brochure completed</li> <li>• Memorandum of Understanding for Businesses finalized/Membership Application Completed</li> <li>• Meeting held with MART</li> <li>• Outreach letter sent to potential business partners</li> <li>• Outreach meetings with participating communities RE: promoting central dispatch</li> <li>• Office space open and operational</li> <li>• Meetings with IBM and CISCO</li> <li>• Presentation on program to SWAP to promote replication of program successes</li> <li>• Presentation/resource to Middlesex 3 group to promote replication of program success</li> <li>• Website finalized</li> <li>• Doug Halley honored by 495/MetroWest Partnership with a Public Sector Leadership Award, helped promote program success</li> <li>• Community Forum/Stakeholder Engagement meeting held</li> <li>• Presentation at Work Without Limits Meeting</li> <li>• Meeting with Kristen Wood at Congresswoman Nikki Tsongas' office to promote project</li> </ul>
	# of communities participating in CrossTown Connect Centralized Dispatch	4	N/A	Increase	7		<p>It is the goal of the group that eventually all seven partner communities will participate in CrossTown Connect's Central Dispatch operation. To date four have signed-on, two are currently participating. Another was added March 1 and the fourth by June 1. Outreach and promotion will continue to the other communities to encourage their participation.</p>

STATUS LEGEND	OFF TARGET: 	CLOSE TO TARGET 	ON TARGET: 	NOT APPLICABLE: 
---------------	---	--	--	--

CrossTown Connect is very pleased to report on the success of achieving the outcomes identified as part of this project. One of the most important goals from the start has been to create a lasting structure for continued collaboration among the partners around transportation. CrossTown Connect has achieved that goal and looks forward to making contributions to improving the lives of residents, employees, and visitors to the region by improving air quality and reducing congestion through increased access to transportation options.

## **SECTION 7: SOLUTIONS**

The CrossTown Project has been extremely fortunate to have so many supporters. Those supporters have ranged from citizen activist, Franny Osman, town administrators Keith Bergman, local elected officials Mike Gowing, state representative Jen Benson, State Senator Jamie Eldridge, 495 Metrowest Partnership staff Jessica Strunkin, and Lowell Regional Transit Authority manager Jim Scanlon. As a result, the project has experienced much success. From an idea that several communities had to collaborate around transportation issues, CrossTown Connect has grown into a Transportation Management Association with committed members, an annual budget, a Central Dispatch Call Center for Council on Aging Vans, and programs for business partners.

Outreach needed to be done with the Council's on Aging to explain the program for the Central Dispatch Call Center. The COAs now understand that they still operate their own vehicles and manage their own drivers and only the daily dispatching is done through the Call Center. Concerns over seniors and disabled individuals not getting the services they need have been calmed over time as the operations of the Call Center have been successful. Working slowly through the process, everyone was made to feel comfortable that all concerns were being addressed.

Advice to partners considering implementing a project like CrossTown Connect would be to ensure that they have built ample time into the process to do the work necessary to start a Central Dispatch Call Center. Rider information retained by the Council On Aging is often only found on paper documents and that information must be transferred to a digital form accessible to the Dispatch Call Center. In addition, each Council On Aging needs reassurance that none of their riders will be lost in the transition and that service levels will improve through central dispatch. Taking the process slowly will lead to a strong foundation and good relationships to ensure

future success. In addition, the process of member recruitment is time-consuming. Working more closely with Town Managers and Administrators, as well as Economic Development Committees and Town Planners will help to move this process forward.

The RTAs have proven to be willing partners and the hope is that issues of cross-RTA services and revenue-sharing can be overcome going forward. Once a model is created, other communities will benefit.

### **CONTACT INFORMATION**

For more information on this project contact:

Doug Halley  
Health Director  
Town of Acton Massachusetts  
427 Main Street  
Acton, MA 01720  
978-929-6632  
[dhalley@acton-ma.gov](mailto:dhalley@acton-ma.gov)

### **REFERENCES**

The following documents have been provided at the end of this report as resources for this project:

1. CrossTown Connect Mission and Goals
2. CrossTown Connect Intermunicipal Agreement
3. CrossTown Connect Member Application
4. CrossTown Connect Central Dispatch Guidelines

### **RESOURCES/ REGIONALIZATION INFORMATION**

All materials created for this project were original documents and are provided on the following pages. The [CrossTown Connect website](#) includes several resources.



## **CrossTown Connect**

### **A Transportation Management Association**

The following outlines the Mission Statement, and the Goals and Objectives of CrossTown Connect, which were established by representatives of the towns of Acton, Boxborough, Concord Littleton, Maynard, Stow, and Westford and Clock Tower Place.

### **Mission Statement**

CrossTown Connect has been formed in the participating communities of Acton, Boxborough, Concord, Littleton, Maynard, Stow, and Westford, Massachusetts to:

- Create a community consciousness regarding traffic and transportation among both the residents and the business sector;
- Provide leadership in combining area resources to maximize mobility within and access to the communities;
- Coordinate a network of transportation resources to effectively move people;
- Enhance the area's economic vitality while minimizing the impact of development; and
- Make the most efficient use of nearby public transportation services.

## **Goals and Objectives - CrossTown Connect**

**Goal: Identify key transportation issues in the region and implement strategies and policies to address those issues.**

*Objectives:*

- Meet with the Board of Directors to develop transportation policies for the organization.
- Work with an Employee Transportation Advisor (ETA) that has been identified for each member company and involve them in various aspects of the development of the organization (e.g., services offered, marketing, areas of opportunity, etc.)
- Establish Board of Directors and conduct regular meetings.

**Goal: Work with the Council on Aging in each member community to establish a combined network of services and enable the sharing of resources.**

*Objectives:*

- Work with the COA Directors to develop opportunities for collaboration.
- Use data collected and analyzed as part of the CIC grant to eliminate duplication and overlap of services.
- Implement a dispatch operation center that can be used by partner communities allowing for same day dispatch of services.
- Work to develop possible fixed-route services as needs may be identified.

**Goal: Continue to implement appropriate transportation demand management (TDM) strategies to reduce the number of single-occupancy vehicles on area roadways during peak periods--particularly in the location of member companies.**

*Objectives:*

- Assist employers in conducting surveys to assess the potential for implementing various transportation demand strategies in the area and to determine the most-desired commuter services.

- Assist in designing a program for each member site that promotes car-/vanpooling, thus reducing peak-period traffic congestion.
- Act as a resource for member company's ETA's who serve as employees' day-to-day contact at their respective facilities (distribute transportation information, develop incentives, organize promotional events, etc.).
- Provide ongoing support to ETA's as needed (e.g., help with promotional events, changes in service, maintain regional ridesharing database).
- Promote the use of coordinated variable work hours or telecommuting programs to reduce the number of vehicle trips during peak hours.
- Operate a "Guaranteed Ride Home" program for commuters who carpool, vanpool, or take public transportation to work at least two days per week.
- Promote feeder services to/from rail and bus connections.
- Assist employers with transportation needs of student interns on short-term assignments.

**Goal: Increase awareness of, and develop long-term support for, the organization as a viable way to stretch public resources and to enhance the quality of life in the area through improved air quality, reduced congestion, shared resources, and improved access.**

*Objectives:*

- Develop marketing materials to promote services to various market segments.
- Create website.
- Work with the local Chambers of Commerce and other partners to expand membership.
- Identify and apply for other funding sources to help implement new programs.
- Use company newsletters, Chamber and business association publications, news releases, community websites and other means of advertising to promote the organization's existence and "success stories."
- Raise awareness of CrossTown Connect through special events and promotions.

- Coordinate with public-sector agencies, RTAs and other TMAs in the state.
- Coordinate with tourism industry to promote use of local services to destinations in the area.

**Goal: Establish CrossTown Connect as the “transportation advocacy group” for the area.**

*Objectives:*

- Identify key transportation issues in the region and work toward implementation of necessary changes/improvements.
- Coordinate with groups working on local transportation issues including: 495/MetroWest Corridor Partnership, MAPC, Work without Limits.
- Participate in transportation-related seminars/conferences to obtain information on state-of-the-art programs and technologies (intelligent vehicles and highways, incident management techniques, etc.).
- Keep abreast of legislation affecting members such as the Clean Air Act and Massachusetts Rideshare Regulation.
- Promote the use of existing public transportation and shuttle services.
- Identify travel corridors for future transportation demand strategies.
- Participate on local and regional transportation-related committees; act as liaison with state, county, and local officials on transportation issues.
- Make presentations to local planning boards as needed on relevant issues.

**Goal: Create a central information clearinghouse for employers, developers, residents, and visitors providing information regarding transportation options and CrossTown Connect services.**

*Objectives:*

- Maintain up-to-date information on transportation services in the area.
- Maintain a regional ridematching database using GIS-based software to enhance car/vanpool formation opportunities.
- Monitor local transportation conditions affecting area travelers (construction projects).

- Provide updates and information on transportation programs to stakeholders and media outlets.
- Coordinate with community-based organizations and local career centers to keep them informed of local services.



## CrossTown Connect Transportation Management Association Membership Application

Company/Organization: \_\_\_\_\_

Designated Board Member Name and Email: \_\_\_\_\_

*(This is the person who will represent your organization at the quarterly meetings of the Board of Directors, the decision-making body of the TMA).*

Employee Transportation Advisor Name and

Email: \_\_\_\_\_

*(This is the person who will assist the TMA Director with distributing information about programs and events the TMA offers.)*

Street Address: \_\_\_\_\_

Town: \_\_\_\_\_ State: \_\_\_\_\_ ZIP: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Hours of Operation: \_\_\_\_\_ Number of Employees: \_\_\_\_\_

Hours of Van Operation (if applicable): \_\_\_\_\_

Annual Membership Category

*Please check the appropriate membership category below.*

### Employer Categories

>1000 Employees

\_\_\_\_\$7,500

500-999 Employees

\_\_\_\_\$5,000

\_\_\_\_\$20,000

### Municipality Categories

*With Dispatch Services*

**A – 21+ hrs of service**

250-499 Employees	____\$2,500	B – 10-20 hrs of service
____\$15,000		
>250 Employees	____\$1,000	C – <10 hrs of service
____\$10,000		
Developers >200,000 sq ft	____\$5,000	<i>Without Dispatch Services</i>
Developers <200,000 sq ft	____\$2,500	General Membership
		____\$2500

Membership fees for the TMA are tax-deductible as a business expense.

**Please return this application with a check payable to the fiscal agent for the TMA:**

**The Town of Acton**  
c/o CrossTown Connect Transportation Management Association

12 Clock Tower Place, Suite 260G, Maynard, MA 01754

**For more information, please call 978-929-6457**

## **CENTRAL DISPATCH**

CrossTown Connect will offer centralized dispatch services to all participating communities for their Council on Aging Van services. Participating communities that are eligible to receive the services to date include: Acton, Boxborough, Littleton, and Maynard.

Calls will be received and daily routes and schedules will be prepared by the Central Dispatch. Each service will remain independent and will follow the established procedures that are put in place for that service.

The central dispatch line can be reached at 978-844-6809 Monday through Friday from 8:30 AM to 4:00 PM.

All emails and phone messages received between 8:30 AM and 4:00 PM will be responded to the same day. All emails and phone messages received after 4:00 PM will be returned between 8:30 AM and 4:00 PM the next business day. All requests will receive a response. All trips that have been booked will receive a confirmation. Passengers will be notified of any trip that can't be accommodated and it will be recorded and tracked. An alternate time/dates will be suggested when a request can't be met.

Passengers are asked to be ready 15 minutes before their booked trip time and to wait for 15 minutes after their scheduled time to allow for traffic and unexpected delays. Every effort should be made to contact passengers that have provided contact information when the service is running more than 15 minutes behind schedule.

Service animals are welcome on all vehicles to assist individuals with disabilities. Service animals must remain on a leash/under the control of their owners at all times.

Passengers are asked to please bring only what they can carry themselves.

Please note that all participants must be independent and cooperative, and know where they are going and why.

## **HOLIDAYS**

Central Dispatch and Transportation Services do not operate on the following holidays:

- New Year's Day
- President's Day
- Patriot's Day
- Memorial Day
- Independence Day



- Labor Day
- Columbus Day
- Veteran's Day (some services in operation, check with Dispatch)
- Thanksgiving
- The day after Thanksgiving
- Christmas Day

### **CUSTOMER SERVICE POLICY**

It is the goal of Central Dispatch to try and “say yes” to customer requests. Every attempt will be made to accommodate passenger requests within the established guidelines. Whenever a request can't be met a record of the request will be kept. This will enable the Central Dispatch to track unmet needs and make recommendations to meet those needs.

### **POLICY ON SERVICE ANIMALS**

Service animals are welcome on all vehicles to assist individuals with disabilities. Service animals must remain on a leash and under the full control of their owner at all times.

### **CANCELLATION POLICY**

All cancellations must be made by 5:00 PM the day before the trip. A message can be emailed or can be left on the dispatch line at 978-844-6809.

Passengers who do not cancel by 5:00 PM the day before their trip will be charged for the missed trip as a No Show. The fare will be collected at the time of their next trip. If a passenger owes the service for three or more trips they will not be allowed to book additional trips until the fares have been paid.

The Dispatcher will have the ability to modify this policy due to special/extenuating circumstances at his/her discretion.



## **INTERMUNICIPAL AGREEMENT**

**for the Provision of**

**Transportation Management Services**

**By and Between the:**

**TOWN OF ACTON,**

**TOWN OF BOXBOROUGH,**

**TOWN OF CONCORD,**

**TOWN OF LITTLETON,**

**TOWN OF MAYNARD**

**TOWN OF STOW,**

**TOWN OF WESTFORD**

**INTERMUNICIPAL AGREEMENT**

THIS INTERMUNICIPAL AGREEMENT (the “Agreement”) is entered into this 24<sup>th</sup> day of September, 2013, by and among:

- The Town of Acton (hereinafter referred to as “Acton”), a Massachusetts municipal corporation with a principal place of business at the Town Hall, 472 Main Street, Acton, MA 01720, acting by and through its Board of Selectman;
- The Town of Boxborough (hereinafter referred to as “Boxborough”), a Massachusetts municipal corporation with a principal place of business at the Town Hall, 29 Middle Road, Boxborough MA 01719, acting by and through its Board of Selectman;

- The Town of Concord (hereinafter referred to as “Concord”), a Massachusetts municipal corporation with a principal place of business at the Town Hall, 22 Monument Square, Concord, MA 01742, acting by and through its Board of Selectman;
- The Town of Littleton (hereinafter referred to as “Littleton”), a Massachusetts municipal corporation with a principal place of business at the Littleton Town Offices, 37 Shattuck Street, Littleton MA 01460, acting by and through its Board of Selectman;
- The Town of Maynard (hereinafter referred to as “Maynard”), a Massachusetts municipal corporation with a principal place of business at the Maynard Town Offices, 195 Main Street, Maynard MA 01754, acting by and through its Board of Selectman;
- The Town of Stow (hereinafter referred to as “Stow”), a Massachusetts municipal corporation with a principal place of business at the Town Hall, 380 Great Road, Stow, MA 01775, acting by and through its Board of Selectman;
- The Town of Westford (hereinafter referred to as “Westford”), a Massachusetts municipal corporation with a principal place of business at the Town Hall, 55 Main Street, Westford MA 01886, acting by and through its Board of Selectman;

(each town or governmental unit a “Party” and all collectively the “Parties”).

### **RECITALS**

WHEREAS, G.L. c. 40, § 4A, as amended, allows the Chief Executive Officer of a city or town, or a board, committee, or officer authorized by law to execute a contract in the name of a governmental unit to enter into agreements with one or more other cities, towns or governmental units to perform jointly activities or undertakings which any one of them is authorized by law to perform.

WHEREAS, G.L. c. 40, § 4A, as amended, sets forth requirements for and parameters of such intermunicipal agreements.

WHEREAS, the Parties collectively seek to provide coordinated, cross-town transportation management services (“TMS”) to further the public health, safety and welfare in their respective communities by creating more efficient transportation management and related services among

residents and businesses; providing leadership in combining area resources to maximize mobility within and access to the communities; coordinating a network of transportation resources; enhancing the area's economic vitality while mitigating traffic impacts; and making efficient use of public transportation resources.

WHEREAS, the Parties believe it is in their best interests to provide TMS by, among other things, coordinating and sharing dispatch and other administrative capabilities in connection with their current provision of transportation services; coordinating existing TMS such as community ride and elderly transportation services; contracting collectively with private entities to provide additional TMS; providing TMS to private entities and institutions within their communities in exchange for service fees; and seeking legislative reform or authorization to permit formation of an entity consisting of governmental, private, and institutional entities to offer TMS.

WHEREAS, each Party has authorized participation in the Agreement.

WHEREAS, the Parties have applied or will apply collaboratively for Local, State or Federal funding to provide TMS.

WHEREAS, the Parties agree to designate a Lead Party to streamline the administration of services under this Agreement;

NOW, THEREFORE, for adequate consideration the receipt and sufficiency of which are hereby acknowledged, pursuant to the authority contained in G.L. 40, § 4A, the Parties mutually agree as follows:

## **SECTION 1 - SCOPE OF SERVICES UNDER AGREEMENT**

**1.1** The Parties agree to coordinate and improve cross-town TMS in three phases as follows:

(a) Phase I: Coordination of Existing TMS

- Sharing and coordination of dispatch services for existing TMS
- Sharing and coordination of existing TMS such as community ride and elderly transportation programs
- Route coordination for existing TMS

(b) Phase II: “Soft” TMS

- Informational kiosks and brochure racks regarding transportation resources
- Assistance and advocacy to improve transit scheduling, including coordination with state and local transportation and planning agencies
- Transportation awareness events
- Transit pass purchase and management programs.
- Transportation management training for Parties and private and institutional entities
- Guaranteed ride home services for Parties and private and institutional entities

(c) Phase III: “Hard” TMS

- Shuttle services
- Vanpool Programs

**1.2** The Parties will prepare a separate, detailed Scope of Services and Budget for each phase. The Scope of Services and Budget for each phase must be approved by a majority of the Parties. A Party voting to approve the Scope of Services and Budget for a phase shall be entitled to participate in the TMS for that phase and must pay its allocated share of the costs for the TMS to be provided in that phase as set forth in the Scope of Services for that phase. Any other Party shall not be entitled to participate in the TMS for that phase unless it expressly agrees in writing to pay its allocated share of the

costs for the TMS to be provided in that phase as set forth in the Scope of Services and Budget for that phase, updated by actual experience at the time the other Party seeks to participate in the TMS for that phase.

**1.3** The Parties will determine when and if to provide any or all of the TMS described in Sections 1.1 and 1.2, or any additional TMS and whether to provide those TMS directly or by contracting with one or more outside entities in accordance with applicable public procurement laws. Nothing in this Agreement shall preclude the Parties from providing additional or different TMS in any phase as they deem appropriate in a Scope of Services and Budget approved for that phase.

**1.4** The Parties may provide services to a private or institutional entity situated in whole or in part within the geographic limits of one or more of the Parties; provided, however, that the Parties will require a fee to cover the expense of providing those services. That fee shall be approved by a majority of the Parties and set forth in a Memorandum of Understanding to be executed by the Lead Party and the private or institutional entity. The Parties shall assess such fees in compliance with all applicable laws regarding the assessment of fees for services by governmental units.

**1.5** To facilitate and enhance their ability to provide TMS, the Parties may seek legislative reform or legislative authorization to form a new entity consisting of governmental, private, and/or institutional entities, or to add private and/or institutional entities as additional parties to this Agreement.

## **SECTION 2 – ORGANIZATION AND CONTRACTING AUTHORITY**

**2.1** Each Party, through its Board of Selectmen, shall each designate a representative (the “Representative”) and an alternate representative (the “Alternate”) duly authorized to act for the Party in all matters pertaining to this Agreement. Any decision required by this Agreement to be made by a majority or two-thirds (2/3) vote of the Parties shall be made in an open meeting of the Party Representatives in compliance with the provisions of the Open Meeting Law, G.L. c. 30A, §§ 18-25. A Party’s Representative may delegate to the Party’s Alternate responsibility to act at a meeting with respect to any particular matter or matters under this Agreement; otherwise, the Party’s Alternate may act in place of the Party’s Representative in the case of an absence, inability to act, or conflict of interest on the part of the Party’s Representative.



**2.2** Each Party's Representative shall designate a Point of Contact for the Party who shall act as the Party's staff and perform or manage day-to-day activities for the Party arising out of this Agreement.

**2.3** Each Party's initial Representative, Alternate and Point of Contact shall be as follows; and each Party shall notify the other Parties in writing of any change in its Representative, Alternate or Point of Contact under this Agreement:

PARTY	REPRESENTATIVE	ALTERNATE	POINT OF CONTACT
Acton	Steven Ledoux  Town Manager  Town Hall  472 Main Street  Acton, MA 01720  T: (978) 929-6611  F: (978) 929-6350  sledoux@acton-ma.gov		Doug Halley  Health Director  Town Hall  472 Main Street  Acton, MA 01720  T: (978) 929-6632  F: (978) 264-9630  dhalley@acton-ma.gov
Boxborough			
Concord			

Littleton			
Maynard			
Stow			

Westford			

**2.4** Acton is designated the Lead Party under this Agreement. The Lead Party may be changed prospectively by vote of at least two-thirds (2/3) of the Parties.

**2.5** The Lead Party shall act for the Parties with respect to all grant applications to be submitted and gifts and grants received collectively by the Parties pursuant to this Agreement.

**2.6** The Lead Party shall act as the Parties' purchasing agent pursuant to G.L. c. 7, § 22B, for all contracts to be entered into collectively by the Parties pursuant to this Agreement. For any such contract requiring an appropriation by the participating Parties, final approval of the contract must be obtained from the Representative of each participating Party. Any such contract made collectively by the Parties shall designate each Party's allocated share of the cost of said purchase, and each Party shall have sole responsibility for payment due the vendor for the Party's allocated share of such purchase.

**2.7** All day-to-day correspondence and documents concerning this Agreement shall be directed to the applicable Lead Party care of its current Point of Contact.

**2.8** As of the effective date of this Agreement, the Parties have submitted grant applications, plans, and other collaborative proposals, and have individually entered into the contracts or agreements concerning TMS identified in **Exhibit A** to the Agreement.

**2.9 CHANGE ORDERS:** The Parties acknowledge that it is conceivable that work may be undertaken beyond an approved Scope of Services pursuant to Section 1 of this Agreement which would deviate from the established Budget in the applicable Scope of Services. Except in the case of an emergency, any such change requiring an alteration to a Party's financial contribution under this Agreement shall require prior written approval by the affected Party's or Parties' Representative(s). Change orders that will not affect financial obligations may be approved by the Lead Party in its discretion.

### **SECTION 3 - COSTS AND FINANCING**

**3.1 APPORTIONMENT OF COSTS AND GRANT FUNDING:** As applicable, costs incurred and grant funding received for TMS under this Agreement shall be apportioned (a) among the participating Parties in accordance with the approved Scope of Services and Budget for each phase under Section 1.2, and (b) otherwise among all Parties in accordance with the allocation set forth in **Exhibit B** which may be amended pursuant to a vote of at least two-thirds (2/3) of the Parties. However, the maximum financial liability of each Party under this agreement is as specified in that Party's authorizing vote to enter into this agreement. A copy of each Party's authorizing vote is attached in **Exhibit C** to this Agreement.

**3.2 ADMINISTRATIVE COSTS:** The Parties agree to reimburse the Lead Party, according to their allocated share pursuant to Section 3.1, to cover the reasonable administrative costs incurred by the Lead Party to administer this Agreement on behalf of all Parties, including, without limitation, the

cost to prepare annual reports under Section 4.2 and to conduct an audit pursuant to Section 4.3. Individual Party costs, such as administration and legal expenses, incurred outside of the scope of this Agreement and specific to the needs of any one particular Party, will be borne solely by that Party.

**3.3** Pursuant to G.L. c. 40, § 4A, as amended, any Party when duly authorized to do so in accordance with the provisions of applicable law, may raise money by any lawful means including the incurring of debt for purposes for which it may legally incur debt, to meet its obligations under this Agreement.

**3.4** Pursuant to G.L. c. 40, § 4A, any funds received under the provisions of G.L. c. 44, § 53A, as amended, for contribution towards the cost of TMS, including interest thereon, may be expended in accordance with the provisions of that statute and any other applicable law.

**3.5** All contracted invoices under this Agreement will be submitted to the Lead Party with a copy to each participating Party. Each Party shall timely pay its allocated share of the undisputed amount of each invoice, and shall provide a copy of said payment to the Lead Party. If a Party disputes any such invoice or its allocated share thereof, the Party shall immediately notify the Lead Party and the other Parties so that the dispute can be promptly resolved among the Parties or with the vendor as applicable. All bills and payrolls submitted for work done under this Agreement shall be plainly marked: PROVIDED UNDER AUTHORITY OF THE INTERMUNICIPAL AGREEMENT DATED [REDACTED].

**3.6** On a monthly basis in arrears, the Lead Party shall invoice each other Party for that Party's allocated share of the Lead Party's administrative costs incurred under Section 3.2 to administer this Agreement on behalf of all Parties. Within 30 days of its receipt of that invoice, the invoiced Party shall reimburse the Lead Party for that allocated share of administrative costs. Any reimbursement received by a Party under this Agreement shall be credited on that Party's books to the account of estimated receipts, except funds received under G.L. c. 44, § 53A as set forth in Section 3.4 of this Agreement.

## **SECTION 4 – FINANCIAL SAFEGUARDS AND RECORDKEEPING**

**4.1 ACCESS TO RECORDS:** The Lead Party shall keep a written record of its official proceedings concerning this Agreement, and shall at all times keep full and accurate financial records which shall be open at appropriate times to inspection by the Parties and by auditors so designated and by the Commonwealth. Such records shall include accurate and comprehensive records of grant funds authorized, services performed, costs incurred, and reimbursements and contributions received.

**4.2 ANNUAL REPORTS:** Annually, during the first week of September, the Lead Party shall provide to the other Parties a written summary of its actions on behalf of the Parties, including, but not limited to, grant funds received and disbursed, services performed, costs incurred, and reimbursements and contributions received, for the previous fiscal year ending with the immediate past June 30<sup>th</sup>.

**4.3 AUDITS:** On the written request of a majority of the Parties, the Lead Party shall arrange for an audit of records concerning the Agreement by an auditing entity approved by a majority of the Parties. The Lead Party shall provide a copy of any such audit report to all Parties. The Parties shall work cooperatively to resolve any issues raised by any such audit.

## **SECTION 5 – PERSONNEL AND EQUIPMENT**

**5.1** Pursuant to G.L. c. 40, § 4A, employees, servants, or agents of a Party while engaged in performing any service, activity, or undertaking under this Agreement shall be deemed to be engaged in the service and employment of that Party, notwithstanding the fact that such service, activity or undertaking is being performed in or for another governmental unit or units.

**5.2** Pursuant to G.L. c. 40, § 4A, the vehicles or equipment of a Party while engaged in performing any service, activity or undertaking under this Agreement shall be deemed to be engaged in the service and employment of that Party, notwithstanding such service, activity or undertaking is being performed in or for another governmental unit or units.

## **SECTION 6 – REMEDIES**

**6.1** If a Party fails to timely pay its allocated share of any undisputed invoice, then after five days advance notice, any other Party or Parties may pay that amount and thereupon shall be entitled to recover from the defaulting Party reasonable costs and attorneys' fees to collect that amount from the defaulting Party. If a Party fails to timely reimburse the Lead Party for the Party's allocated share of the Lead Party's administrative costs incurred under Section 3.2 to administer this Agreement on behalf of all Parties, the Lead Party shall be entitled to recover from the defaulting Party reasonable costs and attorneys' fees to collect that amount from the defaulting Party.

**6.2** If any participating Party fails to fulfill any material obligation or condition of this Agreement, the other Parties shall have the right to suspend the participation of the offending Party by a vote of two-thirds (2/3) of the other Parties and by giving sixty (60) days' notice, in writing, of their intent to do so. Upon receipt of such notice, the Party shall have the right to prevent suspension by curing the default within thirty (30) days or by undertaking the cure within such time and diligently and continuously pursuing such cure to completion or within any additional time which may be granted, in writing, to the defaulting Party.

**6.3** If any administrative board, commission or division of the state or federal government or any court materially impairs, alters, restricts or limits, directly or indirectly any Party's rights, powers or authority to perform under this Agreement, and such governmental action was not the result of any omission or action by that Party, it may suspend its participation in this Agreement by giving sixty (60) days written notice to the other Parties. The notice of suspension shall be given within ten (10) business days after the Party receives written notice of the action or decision of such agency, board, commission, division or court. It is the intent of this notice provision to give the other Parties as much advance notice as possible.

**6.4** All Parties reserve the right, either in law or equity, by suit, and complaint in the nature of specific performance, or other proceeding, to enforce or compel performance of any or all covenants herein. Nothing in this Agreement shall deprive a Party of any remedy, power, or authority which it has at law or under its by-laws, except where expressly set forth in this Agreement or G.L. c. 40, § 4A.

**6.5** Pursuant to G.L. c. 40, § 4A, notwithstanding any provisions of law or charter to the contrary, no governmental unit shall be exempted from liability for its obligations under this Agreement.

**6.6** The responsibilities undertaken by the Lead Party designated under this Agreement are for the common goals of this Agreement and in no way does this Agreement relieve other Parties from their individual or joint legal obligations under this Agreement or under any applicable law or regulation.

## **SECTION 7 – MISCELLANEOUS**

**7.1 NO THIRD PARTY BENEFICIARIES:** The Parties are the sole and exclusive beneficiaries of the Agreement, subject to its terms and to all applicable law. This Agreement shall not take effect until it has been executed by duly authorized signatories of all of the Parties.

**7.2 TERM:** The term of this Agreement shall be for a period of three (3) years from the last signatory's date hereof, unless sooner amended or terminated as herein provided. The Agreement may be renewed in three year increments by an extension duly authorized by the Representatives of the Parties.

**7.3 WITHDRAWAL:** Any Party may withdraw from this Agreement upon sixty (60) days written notice to the remaining Parties pursuant to G.L. c. 40, § 4A, as amended. The withdrawing Party shall remain liable for all obligations undertaken by it or on its behalf pursuant to this Agreement prior to the effective date of its withdrawal, and the remaining Parties shall be reimbursed for all services and expenses rendered to the withdrawing Party prior to the effective date of withdrawal.

**7.4 AMENDMENT:** No officer, official, agent, or employee of any of the participating Parties shall have the power to amend, modify or alter this Agreement or waive any of its provisions or to bind any of the participating Parties by making any promise or representation not contained herein, except by an authorized written amendment. Said amendment shall be executed in the same manner as this Agreement.

**7.5 ADDITIONAL PARTIES:** This Agreement may be amended by a vote of two-thirds (2/3) or more of the existing Parties to add any governmental unit within the meaning of G.L. c. 40, § 4A, including a city; town; regional school district; a district as defined in G.L. c. 40, § 1A; a regional planning commission, however constituted; a regional transit authority established pursuant to G.L. c. 161B; a water and sewer commission established pursuant to G.L. c. 40N or by special law; a county; or a state agency as defined in G.L. c. 6A, § 1, as an additional party.



**7.6 ASSIGNMENT:** This Agreement may not be assigned or transferred by any participating Party without the express written consent of at least two-thirds (2/3) of the other Parties with the same formalities as are required for the execution of this Agreement.

**7.7 SEVERABILITY:** If any provision, section, phrase or word contained in this Agreement is determined by a court of competent jurisdiction to be unenforceable, for any reason, or beyond the scope of the statutory provisions of G.L. c. 40, § 4A, as amended, then it is the intention of the Parties that the remaining provisions hereof shall continue in full force and effect.

**7.8 TERMINATION:** This Agreement may be terminated by majority vote of the Parties effective sixty (60) days after said vote and upon written notice from the Lead Party to all other Parties. Each Party shall remain liable for all obligations undertaken by it or on its behalf pursuant to this Agreement prior to the effective date of termination. The Lead Party shall be reimbursed for all reasonable administrative costs incurred for the benefit of all Parties to wrap up the terminated Agreement.

**7.9 NOTICE:** Any written notice required by this Agreement shall become effective (i) upon personal delivery thereof, including without limitation, by overnight mail or courier service, (ii) in the case of notice by United States mail, certified or registered, return receipt requested, upon receipt thereof; or (iii) in the case of notice by email, upon receipt thereof. Any written notice shall either be mailed certified mail, postage prepaid, or sent by overnight delivery service, email or by hand. Any written notice shall be directed to each Party' Representative and Point of Contact at the most recent addresses listed in Section 2.3 or in a subsequent notice provided hereunder changing the Party' Representative and Point of Contact.

**SIGNATORS**

IN WITNESS WHEREOF, the Parties have caused their proper representative on the day and year first above written to execute this Agreement:

**[SIGNATURE PAGES AND EXHIBITS ATTACHED]**

*Signature Page*

**TOWN OF ACTON**

By its Board of Selectmen:

DATE:

---

---

---

---

---

---

---

WITNESS

*Signature Page*

**TOWN OF BOXBOROUGH**

By its Board of Selectmen:

DATE:

---

---

---

---

---

---

---

WITNESS

**TOWN OF LITTLETON**

By its Board of Selectmen:

DATE:

---

---

---

---

---

---

---

WITNESS





**TOWN OF MAYNARD**

By its Board of Selectmen:

DATE:

---

---

---

---

---

---

---

WITNESS



**TOWN OF STOW**

By its Board of Selectmen:

DATE:

---

---

---

---

---

---

---

WITNESS



**TOWN OF CONCORD**

By its Board of Selectmen:

DATE:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

WITNESS



**TOWN OF WESTFORD**

By its Board of Selectmen:

DATE:

---

---

---

---

---

---

---

WITNESS





## **EXHIBIT A**

List of prior grant applications, plans, and collaborative proposals, and prior contracts or agreements concerning TMS

1. Community Innovation Challenge Grant for Shared Services	\$184,500
2. Community Innovation Challenge Grant for Expanded Shared Services	\$60,000
3. Department of Transportation New Freedom Grant Dispatch Services	\$44,000
4. Department of Transportation JARC Grant Mobility Manager	\$16,000

## **EXHIBIT B**

### Parties' Cost Allocation

#### **Annual Dues Structure for Member Companies**

> 1000 Employees	\$7,500
500 - 999 Employees	\$5,000
250 - 499 Employees	\$2,500
<250 Employees	\$1,000
Developers w/>200,000 Sq Ft	\$5,000
Developers w/<200,000 Sq Ft	\$2,500

#### **Initial Matching Funds for Member Communities**

Hours of Service	
21+ hours of service/day	\$5,500
10 - 20 hours of service/day	\$4,000
<10 hours of service/day	\$2,500
TMA only	\$2,500
Monthly Ridership	
0 - 250	\$250
250 -500	\$500
500 - 750	\$750
750 - 1000	\$1,000

**EXHIBIT C**

Parties' Authorizing Votes

### **SERVICE CANCELLATIONS DUE TO WEATHER**

In the event of severe weather, CrossTown Connect transportation services may be cancelled. Please note the following:

- In the event that the MBTA cancels services, CrossTown Connect services will be cancelled.
- When Acton Public Schools are closed or have a delayed opening, the Acton Council on Aging van will cancel all rides until 10:00 AM. In the event of a school closure the roads will be evaluated at 9:00 AM to determine if it is safe to operate.
- All programs at the Acton Council on Aging are cancelled if school has been cancelled for the day. If there is a delayed opening for school, all programs prior to 10:00 AM are cancelled.
- In the event that Town Buildings are closed in a community, all CrossTown Connect services will be closed in that community.

### **CURB TO CURB SERVICE**

CrossTown Connect provides curb to curb transportation to passengers. The Road Runner and Council on Aging vehicles provide service for passengers aged 60 or older and passengers younger than 60 with a qualified disability. Passengers who require additional assistance may bring an aide who is a personal care assistant (PCA). The PCA may ride for free and they must have the same origin and destination as the scheduled passenger. Passengers not travelling with an aide who require assistance should inform the Dispatcher when booking trips. For the safety of all passengers the driver must keep the vehicle in plain sight at all times.

### **CONFIDENTIALITY**

All personal information provided to CrossTown Connect is considered confidential. Only essential personnel will be supplied with the information necessary to provide the required transportation or services. The Dispatcher will use his/her best judgment when sharing passenger information in an emergency situation or when the Dispatcher has a concern for the passenger's welfare. Passenger information is stored either on a secure server or is kept in a locked filing cabinet when not in use.

### **NO SHOW PASSENGERS**

If a passenger who is being picked-up at a home location does not come out to the vehicle at the time of their scheduled pick-up the driver will follow the established procedure below:

- The driver will leave the vehicle secured and in plain sight and will ring the bell, knock on the door, and call to the passenger.
- If the passenger does not come out, the driver will place a call to the contact phone number provided on the manifest.
- If the passenger does not answer, the driver will immediately call the Dispatcher at the Central Dispatch and ask that the Emergency Contact be called.
- If there is no answer at the Emergency Contact number, or if after consulting with the Emergency Contact it is determined that it is needed, the police will be called and asked to conduct a well-check for the passenger. The Driver or the Dispatcher may call the police.
- The driver will then proceed on with the route.

If a passenger who is being picked-up at a location that is other than a home address is not at the pick-up location at the scheduled time, the driver will follow the procedure below:

- The driver will call the passenger at the contact number provided on the manifest.
- If there is no answer the driver will wait up to fifteen minutes past the scheduled pick-up time for the passenger to arrive.
- If the passenger does not arrive after fifteen minutes the passenger will be considered a No Show and the driver will call in to the Dispatcher at Central Dispatch and notify them of the status of the passenger and ask that the Dispatcher call the Emergency Contact and notify them that the passenger is a No Show.
- The driver will then proceed with the route.